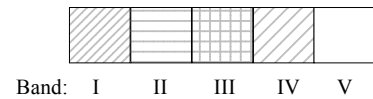


JOB VALUE
ASSESSMENT CHART



<div>JOB VALUE ASSESSMENT CHART</div> <div><div><div></div><div></div><div></div><div></div><div></div></div><div>Band: I II III IV V</div></div>	(2) ← DECISION-MAKING ENVIRONMENT AND POLICY IMPACT →																																		
	1. Judgements and decisions are guided by familiar and reliable policies and established guidelines and management imposed limits. Thinking within defined rules/regulations and procedures. Develops and prioritizes tasks within specific work unit. Impact generally limited to interpretation/application of clearly defined regulations.				2. Judgements and decisions are primarily tactical, guided by general policies and guidelines having significant diversity/complexity relative to outcomes and considerations. Thinking within broadly outlined and complex regulations for application of service delivery or program operations.				3. Judgements and decisions require consideration of both tactical and strategic outcomes. Interpret and implement broad departmental policy for developing program guidelines and procedures.				4. Thinking environment requires strategic judgments/decisions where there are generally few prescribed or established approaches (balancing competing demands/priorities for resources.) Develops policy for major programs or organizational groups.				5. Strategic and creative thinking having longer-term impact. Develops policy having broad organization-wide application for design and delivery of programs and services affecting a substantial segment of citizens or government.				6. Strategic and visionary thinking having long-term statewide application and impact. Develops and implements policy critical to the central business purpose of the State.														
(1) NATURE OF MANAGEMENT ▼	SCOPE				SCOPE				SCOPE				SCOPE				SCOPE				SCOPE														
	W	X	Y	Z	W	X	Y	Z	W	X	Y	Z	W	X	Y	Z	W	X	Y	Z	W	X	Y	Z											
	A. Fundamental application of management principles. A unit or program, having focused scope, with individual contributors and/or first-line supervisors. Leading/controlling. Emphasis on tactical thinking and people issues. OR, practitioner of recognized discipline having management accountability.	422	442			432	452	504		444	464	516																							
B. Full utilization of management principles. Tactical planning and responses, some strategic thinking and action. A unit, multiple programs or functional activities. Typically directs supervisors and/or professional practioners. Focused on goals/objectives. OR, advanced practitioner requiring a high level of knowledge in a discipline and overseeing a professional staff.	494	512			546	570	598		562	586	614		580	604	692																				
C. Application of advanced management principles and skills. Planning and management primarily strategic. Functional area or diverse organizational unit. Typically directs/integrates work of managers and supervisors. Management of or mastery of a recognized discipline involving direction of complex technical/advanced skilled professionals.					630	704	796		748	768	848		776	800	888		808	828	948																
D. Sophisticated application of advanced management principles/skills. Strategic focus; highly experienced. A large unit in large agency, major policy impacts at agency and/or statewide level. Management of managers and senior policy professionals. In smaller organizations fewer staff, but the most critical policy impact.														976	1012			1048	1136	1256				1232	1368										
E. Expert applications of advanced management principles; directions are diverse and complex organizations with critical statewide impact on citizens and government. Highest level of agency leadership positions.	(3) ← SCOPE OF MANAGEMENT ACCOUNTABILITY AND CONTROL →																																		
CONSIDER:				W: Control or influence of limited resources																1330				1410				1536				1750			
Authority to take action.				X: Control of substantial programs or resources; or influence on major policies or services.																															
Area(s) of effect.				Y: Control of major resources; or critical influence on a large organization or public policy.																															
Nature of effect.				Z: Control of complex entity.																															